

UMES Policy and Procedures on Promotion and Tenure of Faculty
December 5, 2019

I. Introduction

This policy statement describes the criteria and procedures governing promotion and tenure for **faculty personnel** at the University of Maryland Eastern Shore.

Commented [NNS1]: What kind of faculty? Promotion could apply to many kinds of faculty.

The ranks utilized and the criteria for individual faculty ranks shall be those described in the overall policy of the University of Maryland System Policy ([Enter PolicyII-1.00-# here](#)) on Appointment, Rank and Tenure of Faculty, approved by the Board of Regents on April 5, 1989 and subsequent revisions and approvals through June 10, 2016 and as may be amended from time to time. The specific criteria for promotion and tenure decisions in a particular discipline shall be formulated as prescribed herein and maintained by the respective academic departments. The departmental criteria and procedure statements shall conform to the University of Maryland Eastern Shore Policy on Appointment, Rank, and Tenure of Faculty (and amendments) as approved by the ~~Board of Regents~~ USM Chancellor and be placed on file in the office of the President, the library, and the website for the Office of the Provost and Vice President for Academic Affairs. Final authority for the appointment, promotion, and granting of tenure of faculty resides with the ~~Office of the~~ UMES President.

II. Candidate Evaluation Criteria

The candidate should satisfy the requirements of the UMES Policy on Appointment, Rank and Tenure of Faculty. **However, the President can make an exception for a faculty member who has attained national distinction for**

comparable professional activity or research. The following criteria shall be considered for appointment, promotion and/or tenure to any rank.

Commented [NNS2]: Where does this statement come from? When does it apply and to whom?

A. Faculty Ranks and Requirements

1. Instructor.

The appointee ordinarily shall hold, at a minimum, the master's degree in the field of instruction, preferably with evidence of pursuit of the doctorate or other terminal degree. There shall be evidence also of potential for effective teaching and for a successful academic career.

2. Assistant Professor

The appointee ordinarily shall hold the doctorate or recognized terminal degree in the field of specialization. The appointee shall also show potential for superior teaching, service, and scholarly activity commensurate with the mission of the institution.

3. Associate Professor

In addition to having the qualifications of an Assistant Professor, the candidate ordinarily shall have demonstrated excellence in teaching and successful experience in research, scholarship, or where appropriate, creative performance, and be competent to offer graduate instruction and direct graduate research. The candidate shall have a minimum of five years of full-time University/College teaching experience at the Assistant Professor level. Exceptions may be made for comparable professional activity or research. There shall also be evidence of relevant and effective service to the University, the community, and the profession.

Commented [NNS3]: At any institution?

4. Professor

The candidate shall have a minimum of five years' experience at the Associate Professor level. The candidate shall have established an outstanding record of teaching, scholarship, and service to the university, the profession, and the community since being promoted to Associate Professor. A national, or where applicable, international reputation for scholarly activities, measured by peers in the field and demonstrated by scholarly and reputable publications, exhibitions, or creative performances, and the active pursuit of funding (as appropriate to the specific discipline) is expected of candidates for appointment or promotion to the rank of Full Professor.

5. Non-Tenure Track Faculty

Non-tenure track faculty are also eligible for promotion to the appropriate rank. Evaluation of non-tenure track faculty should be conducted based on the primary responsibilities of the faculty and the ratings should be weighted accordingly. Non-tenure track faculty must excel in two of the three areas (teaching, scholarly activity, and service, including administration or clinical practice) and must demonstrate satisfactory activity in the third area.

[Pick up here](#)

B. Criteria for evaluation of all faculty

1. Candidate must have an~~The~~ earned doctorate or recognized terminal degree in the field of specialization from a regionally accredited or international reputable foreign institution. In extraordinary circumstances, the president, after consultation with the appropriate

Commented [NNS4]: This seems out of place here. Recommend that the details about NTT Faculty should be at the end of the document or another document altogether.

Also, are there established criteria for NTT promotion through established ranks? What about Clinical NTT Faculty?

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faculty committee at the institution, may waive the criterion of the earned doctorate.

Commented [NNS5]: Under what specific circumstances would this be?

2. Evidence of effective teaching

Evidence of effective teaching may consist of the candidate's teaching and student advising records. The criteria may consist of and are not limited to the following.

Commented [NNS6]: Required?

- a) Teaching evaluations by students. In addition, chair, peer and alumni evaluations may also be included.
- b) Development of curricula, courses, digital and written instructional materials.
- c) Recognition and awards for teaching excellence.
- d) Supervision of students' academic work for internships, practicum, independent study, research, certification, national career entry examinations and academic competitions as well as clinical and laboratory instruction as required by a disciplinary area.
- e) Assessment of teaching outcomes in disciplinary area.
- f) Effective academic advising of students through program advising, mentoring and development of academic learning and research skills.
- g) Integrating mission directed pedagogical materials on diversity, global perspectives and professional ethics.

Commented [NNS7]: Must these be included? What happens if they are not?

Commented [NNS8]: Is there a rubric for the quality of these materials?

3. Evidence of the candidate's scholarly contribution in the area of specialization including, but not limited to, activities such as research, publication, inventions, patents, participation in programs of professional societies, or professionally recognized exhibitions and/or performances.

Commented [NNS9]: Isn't this advising and therefore service?

Evidence of scholarly productivity through research and creative accomplishments shall consist of original works disseminated to an

audience of peers. Evidence of research and creative accomplishments may include the following:

- a) Scholarly articles published as a primary or a corresponding author in refereed journals that are considered reputable and well-regarded in the faculty member's principal area of work will be considered. Publications written with students or collaborators as the primary author will also be given consideration. Publications in journals or by publishers that do not follow best practices will not be considered.
- b) Book chapters, books, and monographs published with reputable publishers. Ongoing book projects with evidence of contracts from reputable publishers.
- c) Development of computer software-
- d) Peer-reviewed conference proceedings-
- e) Presentations made as a primary/presenting/corresponding author made at reputable conferences in the candidate's field of work.
- f) Creative production in the fields of music, the arts, and related professions that include professionally-recognized exhibitions and/or performances.
- g) Evidence of competitive grantsmanship as a principal or a co-principal investigator.
- h) Involvement in professional societies (recognition through election to major offices or committees) and a description of the contributions made to these organizations along with attestation from those societies where the candidates served as an officer or on the committee.
- i) Evidence of developing disclosures, provisional or non-provisional patent applications and granted patents.

4. Evidence of service to the institution, the community, and the profession
Evidence of service will include participation in the activities of the department, school, and university including, but not limited to, such

Commented [NNS10]: Who decides this? Does each disciplinary area have up-to-date revisions for executing this?

Commented [NNS11]: What are these? For example, Creative Commons is a new venue for publications that is

Commented [NNS12]: These have to be defined better – perhaps, peer-reviewed sources?

Commented [NNS13]: Is this another possibility? Can we add it to the list?

Commented [NNS14]: See above

Commented [NNS15]: Change to “grantspersonship” or other non-gendered term

activities as performing assigned administrative duties, assuming committee responsibilities, effective academic advising of students, working actively with student organizations and participation in external community activities related to the faculty member's area of specialization. Contributions to the institution and department may include the following.

- a) Contributions through committee service, elected faculty office, committee chair and other administrative services.
- b) Organization of institutes, workshops, conferences, fairs, screenings and symposia.
- c) Activities involving inter- and intra-university and school system cooperation.
- d) Accreditation and reaccreditation related contributions.
- e) Service as advisor or resource person for extra-curricular activities of students.
- f) Media activities including TV, radio, print, online and other public performances and appearances.
- g) Consulting services.
- h) Honors and awards given for excellence in service.

Contributions to the discipline and constituencies may include the following.

- a) Maintaining membership in professional organizations.
- b) Holding elected office in professional organizations.
- c) Service as editor, book reviewer, peer reviewer for journals and reputable publications.

Commented [NNS16]: See above

Contributions to the general and civic community may include the following.

- a) Service as mentor, judge, advisor or resource person to community service organizations.
- b) Mission driven outreach activities as an intellectual resource.
- c) Service learning activities that engage students with the general and civic community.

Candidates are not necessarily expected to present a record that includes entries for every possible type of evidence listed above.

5. I strongly urge the committee to develop language around candidate professionalism. There are institutions that have it spelled out. I believe USM has some language that could be considered as well.

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5.6. Letters of Reference

Five letters of reference will be procured by the department chair from a list of names submitted by the candidate. These references can address college, national and international recognition.

Commented [NNS17]: When does the candidate submit names? In other words, where does it fit in the timeline? Spell out criteria for where these names come from

III. Departmental Promotion and Tenure Documents

Each department shall be responsible for developing and adopting criteria for appraising the qualities and performance of faculty members in that Department, including the Department Chairperson. These criteria may not conflict with those promulgated by the State of Maryland or USM policies, procedures, or guidelines.

Commented [NNS18]: With regard to tenure?

Promotion to a higher rank shall be based on merit and cannot be considered automatic or simply the result of service to the University for a number of years. Moreover, successive reappointments or the completion of a specified period of

Commented [NNS19]: Given past practices of the University in some cases, should the committee add more specific language here?

service do not confer a right to appointment with tenure, except as described in this policy.

Criteria:

Criteria used in making evaluations shall be based upon the mission of the University of Maryland Eastern Shore. For most faculty members criteria will include: (A) instruction and student advising, (B) research and scholarship, (C) service and contributions to the University and the community, as described above.

A. **Instruction and Student Advising.** The responsibility for the evaluation of the teaching performance and advising of students rests on the primary academic unit and each such unit is required to develop appropriate measures. These measures shall include evaluation from students.

Commented [NNS20]: On page 3, the document says, "Evidence of Effective Teaching." This document should be consistent and also, I think the "Evidence of effective teaching" is a better term

B. **Research and Scholarship.** An important factor in determining merit for appointment, retention, tenure, and promotion shall be the faculty member's contribution in the form of research, scholarship, publications, and other professional or artistic activities, as applicable to the academic discipline. The nature of the performance will vary from one discipline to another, but the general test to be applied is the extent to which the faculty member is engaged effectively in scholarly and creative activity. In fields where publication in recognized reputable journals and books is the primary activity, such publications will be the primary measure of achievement for purposes of recognized evaluation of research and scholarship.

Commented [NNS21]: I strongly recommend reconsidering this. There is too much evidence that student evaluations produce poor evidence of teaching. Further, "appropriate" is too vague a term to be helpful. Advising should be a separate bullet point. And, what constitutes good advising? Again, there is a lot of research that spells this out.

Commented [NNS22]: See earlier in the document

Evaluation of this work in the form of reviews, or otherwise, by leaders in the field outside the University may be considered important evidence of its value.

In ~~fields-disciplines~~ such as art, music performance (theater and dance), and fashion, such ~~things,evidence~~ including but not limited to, exhibitions/organizing shows, curating, judging, distinguished performance, or direction shall be judged as creative activity. In appropriate fields, patented inventions and discoveries may also be considered creative ~~work~~.

Commented [NNS23]: Insert some language in here that each department is responsible for clearly articulating and updating its own criteria.

Securing external funds to support teaching, research and outreach activities may be considered as evidence of scholarly activities. Other measures may include but are not limited to: participation in the activities of professional and learned societies, professional service such as consultantships, addresses before educational agencies and civic groups in area of field of study, and workshops or other activities of scholarly or innovative nature.

C. Service and Contributions to the University and Community.

Contributions to the University may include ~~constructive~~ committee service, service in elected faculty office, administrative service, contributions to the extra-curricular activities of students, the development of new academic programs, and the organization of conferences, workshops or institutes.

Commented [NNS24]: What is constructive committee service?

Contributions to the community shall consist of any donation of one's professional competence for the benefit of the ~~community~~.

Commented [NNS25]: Add more – such as?

When being examined for the purpose of tenure or promotion, contributions to the University or the community should be evaluated in

terms of their effect upon the advancement of the department, the institution, and/or the community.

IV. Procedures for Development of Departmental Guidelines

A. The tasks of identifying and specifying the elements or factors to be considered in evaluating candidates in a specific department, their relative significance, and the techniques to be used, are to be carried out by an elected (by secret ballot if so requested) three to five member committee of the department in which the faculty are assigned. The members of this committee shall be tenured or hold a tenure-track rank in the department. Where there are not enough faculty of sufficient rank in a given department, faculty in an appropriate field from outside the department may be nominated by the faculty. This committee shall develop a document which sets forth procedures and criteria for reviewing the credentials of department members for purpose of granting promotion and/or tenure at different ranks.

Commented [NNS26]: To do what?

B. The document developed by the committee shall be discussed by the entire department in a meeting and approved by a vote of departmental tenure and tenure-track faculty. The document shall then be transmitted for approvals and dated signatures by the Dean of the School and the Provost and Vice President for Academic Affairs, who will subsequently submit it to the President for his/her review and final approval.

Commented [NNS27]: Does this include the Department Chair?

C. Copies of all approved departmental documents shall be made available on the website for the Office of the Provost and Vice President for Academic Affairs for examination by interested faculty.

D. In cases of mandatory promotion and tenure review, the department chairperson shall inform the faculty member in writing, by the first Friday

in April of the fifth year of appointment for an Assistant Professor and by the first Friday in April of the mandatory review year for an Associate Professor that he or she is to be considered for tenure and/or promotion. A faculty member may request early consideration for promotion and/or tenure by requesting such consideration by the first business day in October of any year prior to his or her mandatory review year. As per the USM policy, denial of tenure resulting from the mandatory review will preclude any further consideration of the candidate for tenure.

Following the granting of tenure, a faculty member may receive consideration for promotion when eligible by requesting such consideration by the first business day of October of any year.

V. Procedures for Ad Hoc Departmental Promotion and Tenure Committee:

- A. Each candidate must declare his/her intention to enter the promotion/tenure process by the first business day of October in the year of consideration and submit a list of at least five (5) persons to serve on his or her Ad Hoc committee to the departmental chairperson by that date. Ad Hoc departmental committees shall consist of three (3) members, all of whom shall be tenured and senior in rank to the individual being considered. If there are not enough faculty of sufficient rank in a given department, faculty in an appropriate field from outside the department may be nominated by the faculty applying for tenure or promotion to serve on the Ad Hoc committee. It is the responsibility of the faculty member to demonstrate to the department chairperson that the committee nominee is appropriate. The candidate must ensure that the individuals being nominated are willing to serve on the Ad Hoc departmental committee.
- B. The departmental chairperson will select three (3) committee members from among the persons suggested by the candidate, if they are qualified

to serve. By the 15th of October, or the next business day thereafter, the department chairperson shall inform the candidate, the Dean of the School, and the Provost and Vice President of Academic Affairs and the members of the Ad Hoc committee of the composition of the Ad Hoc departmental committee which will review the candidate. The committee shall meet before November 1 and elect its own chairperson, who must be a member of the UMES faculty.

C. The faculty member under consideration shall submit the dossier as a single electronic file as specified in the Guidelines to the Department Chair by November 1st or the next business day thereafter in the year of consideration. The dossier shall include the approved departmental policy on promotion and tenure. It is the candidate's responsibility to ensure that the information presented in the dossier is accurate. Guidelines for preparation of the dossier will be made available on the Division of Academic Affairs website. Any misrepresentation of information will count against the candidate. The candidate is responsible for furnishing the Department Chair with such materials as are appropriate for consideration of his or her case. The Department Chair shall forward the dossier to the Ad Hoc Committee within three (3) business days after receipt. All documentation gathered by the Ad Hoc committee shall be held in confidence.

D. The Ad Hoc departmental review committee shall forward its recommendation and all supporting materials, both those furnished by the applicant and those obtained by the committee, to the department chairperson by December 1st or the next business day thereafter. If the Ad Hoc committee's recommendation is negative, the candidate is so informed by the department chairperson and the review is terminated.

If the Ad Hoc committee's recommendation is positive, the department chairperson shall attach his or her recommendation and forward all materials to the Dean by December 15th or the next business day thereafter. The Dean shall attach his or her recommendation, forward all materials to the UMES Faculty Promotion and Tenure Review Committee, and notify the Provost and Vice President for Academic Affairs of this action by January 15th or the next business day thereafter.

The UMES Faculty Promotion and Tenure Review Committee shall review every case forwarded to it. Upon receiving the materials and recommendations from all levels, the committee is charged to exercise due diligence in obtaining any additional materials required for evaluation. Upon review of all materials, the committee shall submit its report and recommendation to the Provost and Vice President for Academic Affairs by March 1st or the next business day thereafter. The Provost and Vice President for Academic Affairs' recommendation along with all pertinent materials shall be transmitted to the President by March 15th or the first business day thereafter for a final decision. The President's final decision shall be communicated promptly to the candidate in writing by May 1st. If the President's decision is negative, then the letter to the candidate shall specify the reasons for the decision and shall notify the candidate of the appeal procedures contained in Section VIII of this policy.

Commented [NNS28]: I think this is now March 30th or April 1, which accommodates the receipt of negative references, if given.

VI. UMES Faculty Promotion and Tenure Review Committee:

The UMES Faculty Promotion and Tenure Review Committee will consist of eight (8) members elected from tenured Professors and Associate Professors not having administrative responsibilities, as detailed below, and one (1) Professor appointed by the Provost and Vice President for Academic Affairs. Department chairpersons are eligible to serve.

Commented [NNS29]: When is the committee elected?

One (1) Professor and one (1) Associate Professor shall be elected by the faculty of each School (except the School of Graduate Studies) to serve on this committee. The election of committee members shall be by secret ballot, with each faculty member voting for one (1) Professor and two (2) Associate Professors. The Professor and Associate Professor receiving the most votes within each school will become members of the committee. The Provost and Vice President shall call the first meeting of the elected committee to discuss the charge for the committee. The Chairperson of the committee shall be a Professor selected by the members of the UMES Faculty Promotion and Tenure Review Committee with each faculty member voting for one (1) Professor. See Appendix: Policy on Election of UMES Faculty Promotion and Tenure Committee.

The term of service of the members shall be two years, with the terms staggered such that one-half of the membership (4 members) is elected every year as described in the UMES Faculty Promotion and Tenure Review Committee election policy (See Appendix).

Committee members may not apply for promotion and/or tenure during their term of service on the committee and shall not serve on any departmental Ad Hoc committees. Any department chair elected to serve on this Committee whose department member is being considered for promotion and/or tenure shall recuse him/herself from the review of a departmental member's application.

In cases of candidates for promotion to Professor the five (5) Professor members will deliberate and vote separately from, and instead of, the full committee.

VII. Notification:

A negative recommendation regarding a candidate for promotion and/or tenure from the Ad Hoc departmental review committee shall be conveyed to the candidate by the department chairperson in writing, by letter and email, within five (5) business days of receiving the negative recommendation from the Ad Hoc committee. If, following a positive recommendation by the Ad Hoc departmental committee, subsequent review at any level yields a negative recommendation, the responsible official at the level (department chairperson, the dean, the chairperson of the UMES Faculty Promotion and Tenure Review Committee, or the Provost and Vice President for Academic Affairs) shall notify the candidate of that fact in writing, by letter and email, at the time the recommendation is sent to the next level of review. The notification to the candidate shall (a) identify the level that produced the recommendation, and (b) provide a summary of the reasons for the negative recommendation. The candidate shall be entitled to review the dossier and all accompanying recommendations and respond in writing to any negative recommendation. The candidate's written response shall be submitted to the subsequent level following the negative review within five (5) business days of receipt of the negative recommendation and supporting documents (i.e. dossier and all recommendations).

VIII. Appeals Procedures

- A. It is the task of all parties involved in the promotion and tenure process to conduct an objective inquiry into the substantive qualifications of the candidates, to adhere to the prescribed procedures, and to render impartial recommendations and decisions.

- B. A faculty member has the right to appeal recommendations and decisions. Grounds for appeal shall be procedural rather than substantive (e.g., Was the decision arrived at conscientiously? Was all available evidence bearing on the relevant performance of the candidate sought out and

considered? Was there adequate deliberation by the department over the evidence in light of the relevant standards? Was irrelevant and improper information included in consideration? Was the decision an exercise of professional academic judgment?). Typical reasons for appeals are listed but not limited to those below:

1. If, upon receipt of a person's application for promotion or tenure, a department chairperson fails to impanel a departmental Ad Hoc committee in adequate time to obtain data on the person;
2. If the candidate is not given sufficient opportunity to present material in support of the application;

3. If the candidate's rights of confidentiality are violated;

~~3-4.~~

4-5. If evidence of discriminatory practices was presented;

5-6. If the various review sources fail to exercise due diligence in obtaining materials for assessment;

6-7. If violation or failure to follow the published guidelines, including the procedures and criteria listed in this document, occurs.

C. Following notification of a negative decision by the president, the candidate shall be entitled to appeal, in writing, in accordance with the procedure below.

1. The candidate must file a formal notice of appeal in writing with the Provost and Vice President for Academic Affairs within ten (10) business days of receipt of notification of the negative decision of the president.

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The notice of appeal shall state the specific grounds for such appeal and the factual contentions supporting each ground.

2. As soon as practical after receipt of the notice of appeal and in no event more than five (5) business days thereafter, the Provost and Vice President for Academic Affairs shall have an informal meeting with the candidate to review the grounds for appeal and to determine whether the appeal can be satisfactorily resolved without formal proceedings. No records or minutes of the meeting shall be taken or preserved, and the discussion shall be confidential between the parties. Should the appeal not be resolved informally at this stage and should the candidate elect to pursue the appeal, the candidate shall so inform the Provost and Vice President for Academic Affairs within five (5) business days after the meeting. The Provost and Vice President for Academic Affairs shall promptly impanel an Appeals Committee consisting of three (3) tenured faculty members who are senior in rank to the candidate and who have had no prior direct involvement in the candidate's application for promotion and/or tenure. The basic function of the Appeals Committee shall be to determine whether adequate consideration was given to the case. The term "adequate consideration" refers to procedural issues, as explained above. The Provost and Vice President for Academic Affairs must supply to the Appeals Committee an explanation of the procedures followed and materials used in coming to the negative decision. The Appeals Committee is also charged to exercise all due diligence in obtaining further information relative to the specific procedural questions involved. The Appeals Committee shall compare the procedures used at all levels with established departmental and institutional procedures to determine whether such procedures were properly carried out. In considering the merits of an appeal, the Appeals Committee should distinguish between minor or technical procedural variations which have not adversely influenced the evaluation process and those procedural

deviations which may have prejudiced adequate consideration of the candidate's credentials.

The Appeals Committee shall make a recommendation in writing to the President within ten (10) business days after being impaneled. If the Appeals Committee determines that procedures were followed appropriately and fairly, the President shall notify the appellant and the decision is final. Should the Appeals Committee determine that procedural errors did occur, it shall inform both the President and the appellant, setting forth the inadequacies found, and shall make a recommendation to the President on whether or not the case should be reconsidered.

3. Upon receipt of the recommendation from the Appeals Committee the President shall inform the candidate of his/her decision on the appeal within ten (10) business days. If the President decides that the case is to be reconsidered, no new substantive materials may be presented except that which was omitted through procedural error, if applicable. The case should be returned to the appropriate level of review. The process shall then continue from this point forward.

The initiation of the appeals procedure does not operate to dislodge or delay any formal notification dealing with contract non-retention or tenure denial actions.

IX. Review of Document

The UMES Policy and Procedures on Promotion and Tenure of Faculty shall be subject to review every five years by a Committee that shall be set up by Provost and Vice President for Academic Affairs.

X. Applicability

Except as provided in Section III of the University Policy on Appointment, Rank and Tenure of Faculty, the provisions in this policy document shall apply to all individuals who are employed as faculty members at the University of Maryland Eastern Shore as of July 1, 2020 and individuals whose faculty appointment becomes effective on or after July 1, 2020.

GUIDELINES

Commented [NNS30]: Is this section necessary if the whole document that comes in the first 18 pages is clear?

These guidelines are intended to provide guidance for faculty entering the process for promotion and/or tenure. These guidelines do not replace the University System of Maryland or University of Maryland Eastern Shore's Promotion and Tenure Policies and Procedures. Guidelines developed by academic departments shall not be in conflict with UMES Policy, Procedures and these approved Guidelines. Please review the University System Policy on Appointment, Rank, and Tenure of Faculty, the UMES Policy and Procedures on Promotion and Tenure of Faculty, and your departmental policy in conjunction with these guidelines.

I. PROCESS

A. Calendar

A calendar of key dates within the process is shown in the UMES Promotion and Tenure Timeline. These dates will be noted on the Academic Calendar each year.

B. University Promotion and Tenure Committee

The UMES Faculty Promotion and Tenure Review Committee shall be elected as stated in the Policy on the Election of UMES Faculty Promotion and Tenure Review Committee. See Appendix.

C. Ad Hoc Departmental Promotion and Tenure Committee

1. The Ad Hoc Departmental Promotion and Tenure Committee will consist of three people.

- The candidate will submit five names to the chair of the department. (Oct. 1) The chair will select from the list and select three people to serve.
- The department chair will notify members of the committee in writing that they have been selected to serve as Ad Hoc members. (Oct. 15)
- The department chair will also notify the candidate, the Dean of the school, and the VPAA of the composition of the Ad Hoc Committee.
- Members of the Ad Hoc committee will decide amongst themselves who will serve as the Chair of the Ad Hoc committee. (Nov. 1)

2. If a department does not have a sufficient number of qualified faculty (faculty within the discipline of equal or greater rank than the rank to which the candidate is seeking promotion) the candidate may select from other departments at UMES or at other USM campuses with related disciplines. Written justification for committee members who are not within the department must be forwarded to the chair of the department along with the list of committee members' names. Committee members (especially those outside the department) must be available for committee meetings.

D. Timelines

Target dates for specific activities with the process for submittal of material may be established in Departmental Guidelines. These target dates must be in agreement with UMES policy.

II. PREPARATION OF THE DOSSIER

A. Essential Materials

The Dossier should be provided as a single electronic file in Portable Document Format (PDF). ~~It is suggested that~~ the document should

Commented [NNS31]: YES! Thank you. This will make the process much easier to facilitate.

be password-protected and have change permissions restricted. Each section should be bookmarked.

The Dossier should not exceed 250 pages in length.

Page size should be set to "Letter" (8.5 in. x 11 in.).

Font size should be at least 11 pt.

Margins should be at least 0.75".

The Dossier must be submitted to the Chair of the Department by November 1.

B. ~~Suggested~~ Order of the Dossier - this may vary depending on department or discipline

1. Table of Contents - Bookmarked entries will aid the evaluators.
2. Copy of Departmental Promotion and Tenure Guidelines.
3. Attestation page– Verification by applicant of accuracy of content with signature and date.
4. Cover Letter - This letter affords the candidate an opportunity to portray his/her own accomplishments and plans for the future. This letter is the means by which the candidate personally addresses decision-makers at the various levels of the promotion process. This letter should speak to the responsibilities and accomplishments in the three major areas (teaching, scholarly activity and service) with evidence of unique accomplishments, innovative approaches, and peer recognition of achievements. A narrative summary of the results of student and peer evaluations should be included.
5. Curriculum Vitae – This should be a full vita, including details of education, training, and professional experience along with comprehensive listings of teaching, scholarly, and service activities.

Commented [NNS32]: I think that the dossier should still have an order that includes the insertion of letters and reviews.

6. Evidence of accomplishments as a UMES faculty member
Documentation should be representative, but not exhaustive.
The candidate should be selective and choose examples of best work, providing materials that are of highest quality, most relevant, and most persuasive at demonstrating the candidate's accomplishments.

A narrative statement from the candidate may be included at the beginning of the evidence for each category being evaluated (i.e. teaching, research, service).

Examples of documentation that may be included follows. a.

Teaching

- 1) Teaching assignments shown by semester and year.
- 2) Student Evaluations of Instruction for courses taught (five years or applicable years).
- 3) Copies of peer, department chair and alumni evaluations of teaching.
- 4) Representative syllabi for courses taught.
- 5) Samples of assessments.
- 6) Modifications made for courses taught.
- 7) Course/curricular development activities/programs.
- 8) Summary of special projects related to teaching. Specify methods of teaching techniques utilized most often.
- 9) Evidence of course quality methodology, including teaching techniques (creative means that affect student learning).
- 10) Describe student advising and mentoring responsibilities.
- 11) Describe supervision of students' academic work for internships, practicum, independent study, research, certification, national career entry examinations and academic competitions as well as clinical and laboratory instruction.

- 12) List awards for teaching excellence.
- b. Research/Scholarship/Creative Endeavors
- 1) Account of performance or showing of creative work, e.g. fashion design shown in magazine, art installation in gallery or public place. Include supporting documents where possible.
 - 2) Reprints of representative published papers and/or book chapters. In Curriculum Vitae, include links to online versions of publications. Publications in journals or by publishers that do not follow best practices will not be viewed favorably. For books, submit copy of the title and copyright page. Provide documentation for paper or book in press.
 - 3) Separately list refereed and non-refereed publications for clarity of review.
 - 4) Reviews of showings, concerts, designs, books.
 - 5) Computer programs or software developed.
 - 6) Conference presentations. Indicate if peer-reviewed.
 - 7) Grants submitted and funded as a principal or coinvestigator. Indicate your role on the project.
 - 8) Other scholarly activities. For example, editor and/or reviewer for national journals, national or state proposal reviewer, involvement in professional societies.
 - 9) Honors and awards given for excellence in research, scholarship or creative endeavors.
- c. Service
- 1) Committees and dates served. Indicate whether department, college or university committee. Indicate if chair of committee. Indicate if elected by peers.
 - 2) Institutes, workshops, conferences, fairs, screenings and symposia that you organized.
 - 3) Activities involving inter- and intra-university and school system cooperation.

- 4) Accreditation and reaccreditation related contributions.
- 5) Service as advisor or resource person for student organization or extra-curricular activity.
- 6) Media activities including TV, radio, print, online and other public performances and appearances.
- 7) Consulting services.
- 8) Honors and awards given for excellence in service.

7. Awards and Honors

Should be listed in your curriculum vitae with evidence provided in section 5.

8. Letters of Reference

a. Letters of reference (at least 5).

- Five letters will be procured by the department chair from a list of names submitted by the candidate.
- The chair will assure that the five letters are included with the Dossier packet.
- Letters that the candidate feels are essential beyond the five letters of reference may be included as appendix items.

b. Letters may be included indicating any local, state and/or national (or international) recognition.

APPENDIX

Policy on Election of UMES Faculty Promotion and Tenure Review Committee

The UMES Faculty Promotion and Tenure Review Committee is the university-level committee responsible for reviewing applications for promotion and tenure along with departmental Ad Hoc committee, Department Chair, and School Dean recommendations in accordance with the UMES Policy and Procedures on Promotion and Tenure of Faculty.

The committee will consist of eight (8) members elected from tenured Professors and Associate Professors not having administrative responsibilities, as detailed below, and one (1) Professor appointed by the Provost and Vice President for Academic Affairs. Department chairpersons are eligible to serve.

One (1) Professor and one (1) Associate Professor shall be elected by the faculty of each School (except the School of Graduate Studies) to serve on this committee. The election of committee members shall be by secret ballot, with each faculty member voting for one (1) Professor and two (2) Associate Professors. The Professor and Associate Professor receiving the most votes within each school will become members of the committee. The Provost and Vice President shall call the first meeting of the elected committee to discuss the charge for the committee. The Chairperson of the committee shall be a Professor selected by the members of the UMES Faculty Promotion and Tenure Review Committee with each faculty member voting for one (1) Professor.

In October of the year in which this committee is first established, all 8 representatives will be elected and the VPAA will appoint one Professor. In the following years, members will be replaced according to the following scheme:-

<u>School</u>	Representative below is elected in October of:	
	<u>Odd-numbered year</u>	<u>Even-numbered year</u>
SANS	Professor	Associate Professor
SBT	Professor	Associate Professor
SESSA	Associate Professor	Professor
SPHP	Associate Professor	Professor

The member appointed by the Provost and Vice President for Academic Affairs shall serve a two-year term.

Members may not serve consecutive terms as either an elected or appointed member.

NOTE

SANS: School of Agricultural and Natural Sciences

SBT: School of Business and Technology

SESSA: School of Education, Social Sciences and the Arts

SPHP: School of Pharmacy and Health Professions